



Industry Case Studies

Agriculture Industry Case Study General Managers, Directors

Challenge: One of the nation's oldest industrial companies, a multinational corporation employing 47,000 individuals worldwide, sought valid and reliable assessment tools to incorporate into a key leadership development initiative targeted towards their General Manager and Director populations. After a rigorous review of commercially-available assessment tools, the corporation chose to incorporate the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, Preferences Inventory (MVPI) into a pilot leadership development initiative.

Solution: Twenty current General Managers and Directors completed the HPI, HDS, and MVPI. These individuals' peers, subordinates, and superiors rated their performance via the organization's validated 360 measure. Each participant received a structured 1.5-hour feedback session focused on his or her Hogan results from a Hogan-certified coach. During the session, the Hogan coach and the participant worked together to complete a development planning worksheet designed specifically for the client's pilot program. At the conclusion of each Hogan-based feedback session, each pilot participant walked away with a completed development planning worksheet detailing performance strengths upon which he or she could better capitalize and key development opportunities. A subsequent feedback session helped each pilot participant (a) integrate his or her Hogan and performance assessment results, (b) establish concrete development goals based on recently-gained self insight, and (d) use the information resulting from the assessment processes to enhance his or her individualized development plan.

Result: A post-program survey aimed at gauging pilot participants' appraisal of the development initiative's efficacy suggested the following:

- Although participants *preferred* information resulting from the performance appraisal process (as compared to information resulting from the Hogan assessment process), they considered the Hogan-based feedback more *useful*
- Pilot participants, on average, agreed or strongly agreed that the Hogan-based feedback process:
 - Was informative, helpful, and a valuable learning experience
 - Enhanced their level of self-insight
 - Highlighted development opportunities within their control
 - Provided a solid foundation for goal setting
 - Led them to modify their work approach in a positive direction

These results clearly support the use of the Hogan tools and the client has incorporated them into their current leadership development initiative.